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ABSTRACT

Recently, higher education institutions were mandated by law under Executive Order 11246 to develop systematized and action-oriented procedures aimed at eliminating discrimination in employment opportunities and conditions on the basis of race, color, religion, national origin, or sex. The end product of such a program development has been labeled an Affirmative Action Plan for Equal Employment Opportunities for Minorities and Women. The purposes of this manual are to provide clearly defined information, instructions, and processes that can direct and facilitate development and provide effective implementation of affirmative action plans as action-oriented procedures, within higher education institutions. The goals are pursued under three broad headings: (1) background information, (2) writing an affirmative action program, and (3) affirmative action implementation. (Author/KE)

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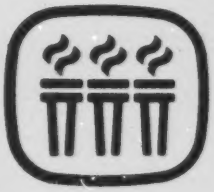
MANUAL FOR AFFIRMATIVE ACTION PROGRAM DEVELOPMENT AND IMPLEMENTATION IN HIGHER EDUCATION INSTITUTIONS



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Office of the President
(Minority Affairs)
Florida State University
Tallahassee, Florida
May, 1974

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Office of the President

The Florida State University
Tallahassee, Florida 32306

May 16, 1974

Dear Colleague:

This manual coupled with the Department of Health, Education, and Welfare's Higher Education Guidelines in accordance with Executive Order 11246 should provide you with adequate detail to develop an adequately responsive Affirmative Action Program document.

Upon request, printed guidelines and technical assistance are available in the respective Regional Offices for Civil Rights.

This manual was developed in the Office of the President at Florida State University and incorporates those strategies and elements which were employed as the University's Affirmative Action Program was developed. Florida State is now distinguished as one of the few major institutions of higher education with an accepted Affirmative Action Program endorsed by DHEW.

Best wishes for success in your efforts.

Sincerely,

Freddie L. Groomes

Freddie L. Groomes
Assistant to the President
for Minority Affairs

FLG:mc

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PREFACE

Recently, higher education institutions were mandated by law under Executive Order #11246 to develop systematized and action-oriented procedures aimed at eliminating discrimination in employment opportunities and conditions on the basis of race, color, religion, national origin, or sex. The end product of such program development has been labeled an Affirmative Action Plan for Equal Employment Opportunities for Minorities and Women.

The Division of Higher Education, Office for Civil Rights, Department of Health, Education, and Welfare has published guidelines by which the plan is to be developed. These guidelines along with technical assistance are available through the regional Offices for Civil Rights. However, the various levels of Affirmative Action Program knowledge and skill possessed by individuals responsible for Affirmative Action development suggest the need for simplified and systematized interpretation of the guidelines. In accordance, this manual has been developed.

The purposes of this manual are to provide clearly defined information, instructions, and processes which can direct and facilitate development and provide effective implementation of affirmative action plans as action-oriented procedures, within higher education institutions.

These goals are pursued under three broad headings:

(1) Background information. -- This section provides general statements concerning reasons for affirmative action, the definition of affirmative action, and the concerns of affirmative action.

(2) Writing an Affirmative Action Program. -- This section provides a plan of action which systematically facilitates plan development and writing.

(3) Affirmative Action Implementation. -- This section suggests action to be taken and provides sample instructions, procedures, and forms.

All of the procedures, instructions, forms, and groups herein described have been implemented at Florida State University, which has been designated by the Florida Board of Regents to be the pilot institution for the Florida State University System. Recently (January, 1974), the Florida State University Affirmative Action Plan for Equal Employment Opportunities was accepted by the Division of Higher Education, Office for Civil Rights, Department of Health, Education, and Welfare.

It is expected that these procedures are adaptable by other universities and colleges depending on their similarities and needs. For further information regarding the use and productivity of these procedures at Florida State University, contact the Office of University Minority Affairs.

THE FLORIDA STATE UNIVERSITY

AFFIRMATIVE ACTION PROGRAM FOR HIGHER EDUCATION INSTITUTIONS

I. BACKGROUND INFORMATION

Affirmative Action Is Needed

The history of employment practices as reflected in the present work force composition often indicates that minorities and women are underutilized. This practice presents the need for serious consideration by institutions which are committed to effectiveness and efficiency and are concerned with human affairs. The University which is capable of continuous renewal is one that (1) develops to the fullest its human resources, (2) removes obstacles to individual fulfillment, (3) respects individual dignity, aspiration, and worth, and (4) develops the most efficient and productive staff. To achieve such capability, a university should pursue positive, effective, and aggressive action. Assistance in these efforts has been provided through the recent national affirmative action thrust which was prompted by legal mandates regarding the provision of equal employment opportunities for all persons regardless of race, color, religion, national origin or sex. The university, a feeder to the national availability of qualified personnel, including minorities and women, plays a vital role in helping the nation to maximize use of all its human resources.

An Affirmative Action Program Definition

An Affirmative Action Program is a set of specific and result oriented goals and procedures to which a contractor commits himself and applies every good faith effort toward attainment. It is a deliberate attempt to provide equitable treatment for all employees regardless of race, color, religion, national origin, or sex. It includes serious consideration and action in hiring, upgrading, compensating, training, developing, placing, and other employment acts and conditions.

The Laws Governing Affirmative Action

o Executive Order #11246

Executive Order #11246 is applicable to all institutions with federal contracts of over $10,000. The order prohibits discrimination in employment (including hiring, upgrading salaries, fringe benefits, training, and other conditions of employment) on the basis of race, color, religion, national origin, or sex. It covers all employees. This order is enforced by the Division of Higher Education, Office for Civil Rights, Department of Health, Education, and Welfare.

o Equal Pay Act of 1963

The Equal Pay Act is applicable to all institutions. It prohibits discrimination in salaries (including all fringe benefits) on the basis of sex. It covers all employees. It is enforced by the Wage and Hour Division, Employment Standards Administration, Department of Labor.

o Title IX of the Education Amendments of 1972

Title IX is applicable to all institutions receiving federal monies by way of a grant, loan, or contract (other than a contract of insurance guaranty). It prohibits discrimination against students or others on the basis of sex. It is enforced by the Division of Higher Education, Office for Civil Rights, Department of Health, Education, and Welfare.

o Title VII (Section 799A and Section 845) of the Public Health Service Act.

Title VII is applicable to all institutions receiving or benefiting from a grant, loan guarantee, or interest subsidy to health personnel training programs or receiving a contract under Title VII or VIII of the Public Health Service Act. It prohibits discrimination in admission of students on the basis of sex and against some employees. It is enforced by the Division of Higher Education, Office for Civil Rights, Department of Health, Education, and Welfare.

The Law covers full and part-time employees (including graduate and undergraduate students who are employed.)

Affirmative Action Program Concerns

o Policies

Policies which are affected by or contribute to systemic exclusion of minorities and women are to be identified and appropriately modified or changed (including Nepotism, Maternity, and Child care.)

o Recruitment

Recruitment efforts are to be enhanced in a manner that includes the utilization of broad base contacts and advertisements available to the minority and women populace. The university should locate and identify availability pools and establish an availability bank.

o Selection

Selection procedures should include the application of standards which are flexible. Qualifications which are excessive in terms of job functions and requirements should be eliminated. Interviews should be conducted by teams or groups which include representation of the underutilized groups.

o Equitable Compensation

Compensation should include salaries and fringes indicative of that provided other persons of the same qualifications under the same classification or rank and performing the same functions.

o Retention

Efforts to provide for proper orientation and adjustment and to facilitate dignified work situations for all employees is necessary for retention. To assist this process, support services should be provided, good human relations should be fostered, and realistic procedures for addressing grievances should be clarified and implemented.

o Equitable Benefits

The application of all benefits including insurance, retirements, and use of leaves should be in an equitable manner.

o Grievance Procedures

Clearly defined and sound standards for processing timely and effective relief for grievances should be available, made known to employees, and implemented.

II. WRITING AN AFFIRMATIVE ACTION PLAN

The following outline represents an acceptable plan of action for developing and writing an affirmative action plan. It provides for the inclusion of major components suggested in Executive Order #11246.

A. Develop an Equal Opportunity Policy Statement which

1. is clearly stated.

2. is directed to all employees of the university community and the community served by the university.

3. reflects affirmative commitment to equal employment opportunity.

4. reflects commitment to eliminate discrimination on the basis of race, color, sex, religion, or national origin.

5. represents the University's legal and moral obligation.

6. carries the signature of the chief administrative officer (President or chancellor)

B. Describe formal internal and external dissemination of policy which clearly states

1. to whom

2. the source of dissemination

3. when disseminated.

C. Describe affirmative action organization and administrative lines of communication as well as responsibilities. Be sure to

1. chart administrative channels.

2. describe current and established groups with affirmative action functions and responsibilities.

3. describe the functions and responsibilities of affirmative action officials. (Include non-affirmative action duties if appropriate.)

D. Collect Affirmative Action Data

See D. 4, page (25).

E. Summarize and interpret support data.

1. Describe characteristics of current workforce by race, sex, and employment category.

2. Identify problem areas by job classification.

3. Identify policies and practices of concern. Be sure to include salary, promotion and training practices; and nepotism, maternity, and fringe benefit policies.

4. Indicate general implications of these findings.

F. Describe Program Goals and Objectives (These should be based upon the findings above.)

G. Describe Numerical Goals. Indicate

1. formula used.

2. hiring and promotion goals for each race and sex grouping; i.e., black men, black women, white men, white women, etc.

3. goals by employment categories; i.e., administrative, faculty, and career service.

4. target date for goal attainment.

5. how the attainment of goals will change the race and sex characteristics of the workforce.

H. Describe Corrective Actions to be taken (Action steps.) Indicate

1. what is to be done

2. target population

3. responsible administrator or designee

4. when it is to be completed.

I. Describe processes and procedures for internal auditing and reporting. Indicate

1. what is to be done.

2. when it is to be done.

3. how it is to be used.

J. Describe methods and procedures for evaluation. Indicate

1. the standards to be used.

2. detailed instructions on use.

3. at what intervals they will be applied.

4. responsible administrator or designee.

K. Describe action-oriented programs designed to eliminate problems and to support or attain goals and objectives.

L. Organize and categorize all data, reference, and resource materials and some tangible evidence to be included in Appendices.

M. Formalize writing of the plan, and disseminate internally to minorities and women and/or representative groups (faculty, administrative and staff) for input and feedback.

N. Revise plan where necessary, finalize and disseminate internally and externally.

Samples of some of the procedures and processes are found in Section III, Affirmative Action Program Implementation, under the appropriate phase.

III. AFFIRMATIVE ACTION PROGRAM IMPLEMENTATION

Affirmative action implementation is outlined in six phases. Each phase outlines action to be taken which initiates, develops, and/or puts into operation procedures for effective implementation. Each phase is represented by a simply outlined flow chart. The order in which the steps are presented does not necessarily imply sequential arrangement. It may be found that several steps are taking place simultaneously. It may also be noted that program development is correlated with program implementation in many instances.

Following each flow chart, related procedures and processes along with instructions and forms, where appropriate, are found.

A. Policy Production and Dissemination Phase

ACTION STEPS	PERSON OR CFFICE INVOLVED	TIMETABLE
A. 1 Identify Needed Policy Elements	Policy Making Body/ies (Administrative Council)	
A. 2 Draft Policy Statement	Policy Making Body/ies	
A. 3 Identify Policy Approval Route	Policy Making Body/ies	
A. 4 Approve Policy	The Chief Officer and Policy Making Body	
A. 5 Identify Appropriate Receivers (Internal and External)	Policy Making Body and Affirmative Action Officer	
A. 6 Establish Continuous Dissemination Scheme	Affirmative Action Officer	
A. 7 Disseminate Policy	Administrative Heads Affirmative Action Officer Personnel Relations Division	

B. Organization Phase

ACTION STEPS		PERSON OR OFFICE INVOLVED
B.1	Establish and Announce Administrative Responsibility for Affirmative Action Program	The Chief Officer (President)
B.2	Identify All Affirmative Action Approval Routes	The Chief Officer and Designees Affirmative Action Officer
B.3	Develop Needed Committees and Communication Structure	The Chief Officer and Designees Affirmative Action Officer
B.4	Procure Affirmative Action Staff	Appropriate Administrator Affirmative Action Officer
B.5	Identify and Orient Support Personnel and Resources	Affirmative Action Officer
B.6	Appoint and Activate Affirmative Action Committees and Channels	The Chief Officer Administrative Heads Affirmative Action Officer

ORGANIZATIONAL STRUCTURE FOR AFFIRMATIVE ACTION

PRESIDENT

(Assistant for Minority Affairs)

Executive Vice President

Administrative Council
Vice Presidents - Provosts

Deans, Directors and
Division Heads

Department Heads
Supervisors and
Managers

President's Advisory Committee

Equal Opportunity Committee

Minority Affairs Associates

Equal Opportunity Commission

EMPLOYEES

Academic, Administrative and Professional, Career Service

_____ Administrative Channels

----- Affirmative Action Channels

B.1 University Administrative Responsibility

The responsibility for implementing the affirmative action program of the University shall reside with the President. The program shall be implemented through the regular administrative channels. Temporary systems or additional groups shall be activated within the University to insure full and immediate compliance. Where possible, these groups shall be temporary until their functions can be absorbed into the regular administrative mechanisms. Where this does not seem a workable solution, they shall remain permanent groups within the University administration.

B.1.1 Assistant to the President for Minority Affairs

The President shall appoint an Assistant for Minority Affairs. The Assistant to the President for Minority Affairs shall report directly to the President and keep the President more keenly aware of the problems, issues, laws, and latest developments in the area of human relations and affirmative action.

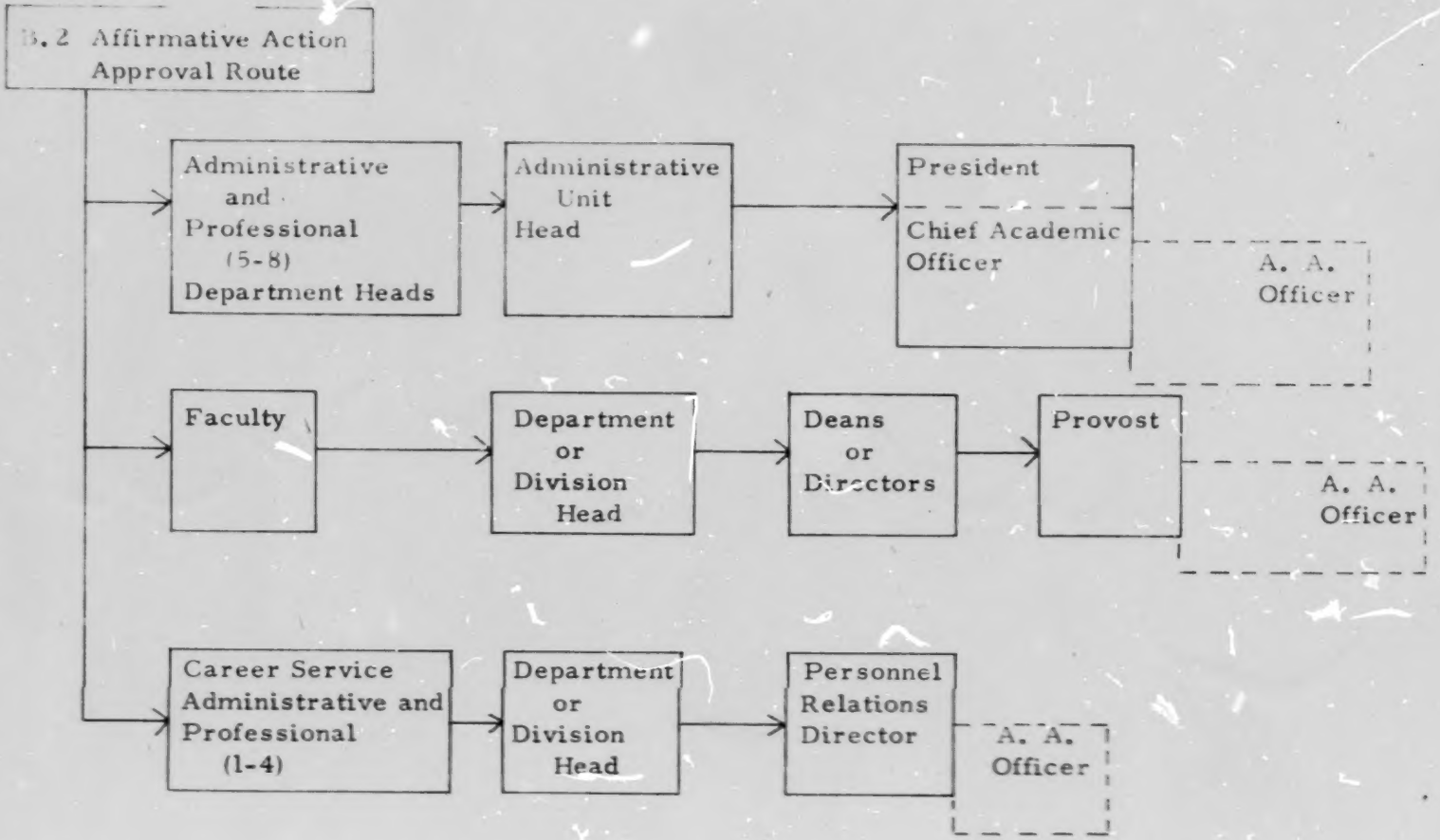
Duties of the Assistant shall include:

a. serving as a resource person, on a regular basis, to the President, other Executive Officers, and the various University and State University Systems committees and councils involved with human relations, and upon request, to the University community,

and the local, state, and national communities regarding the problems, issues, and programs of affirmative action for equal employment opportunities;

b. providing leadership in procuring appropriate analyses, as well as planning, recommending, and/or co-ordinating the procedures to be used in the implementation of the University's affirmative action program;

c. reviewing periodically and reporting to the President on the progress made by the various University units regarding their goals and timetables as well as the elimination and/or revision of policies and practices which have had a disparate impact upon minority group members and women.


B. 2 Affirmative Action Approval Route
Administrative and Professional (5-8) Department Heads
Administrative Unit Head
President
Chief Academic Officer
A. A. Officer
Faculty
Department or Division Head
Deans or Directors
Provost
A. A. Officer
Career Service Administrative and Professional (1-4)
Department or Division Head
Personnel Relations Director
A. A. Officer

B.3 Committees and Communication Structure

B.3.1. The President's Advisory Committee for Minority Affairs

The President shall establish an Advisory Committee for Minority Affairs to involve a wide variety of individuals in the deliberations related to human relations and affirmative action. This committee shall have representation from the University's academic and nonacademic personnel, the student body, and from the local community. The responsibilities of this committee shall include:

a. reviewing the current policies, practices, and programs of the University to determine their impact upon the opportunities for minority group members and women;

b. advising the President about the revision of current policies, practices, and programs which have had a disparate impact upon minority group members and women;

c. recommending to the President the formulation of new policies, practices, and programs which aid the University in meeting its responsibilities for minority affairs and affirmative action.

B.3.2. Minority Affairs Associates

A minority affairs associate shall be designated by each dean or director to serve as liaison between the divisions, colleges,

[illegible] or directors to establish a university-wide network [illegible] employment practices with respect to minority group members and women. He or she shall have responsibility to and receive the assistance and recommendations of the Office of the President with respect to minority affairs and affirmative action. The responsibilities of minority affairs associates shall include:

a. facilitating the communications of their divisions, colleges, and/or schools with respect to the affirmative action guidelines provided by the Office of the President;

b. aiding in the implementation of affirmative action programs as they relate to their divisions, colleges, and/or schools;

c. acting as special assistants to their deans or directors with respect to problems and programs of affirmative action;

d. being available as initial contacts for counseling and referral services to employees in their units;

e. screening complaints which imply discrimination and referring the same to appropriate grievance bodies.

B. 3. 3. Equal Opportunity Committee

An Equal Opportunity Committee shall be established to address patterns of discrimination which may come to the attention of the university before formal charges or grievances are filed. This committee shall be comprised of nine (9)

persons including representatives from the faculty, administrative and professional staff, career service employees, and students. The responsibilities of this committee shall include:

a. reviewing periodically the operations of the several units of the university, to ascertain whether there are policies or practices which have a disparate impact upon minority group members and/or women;

b. reporting the results of reviews to the appropriate official of the units under review;

c. reporting periodically to the President the recommendations given and the subsequent affirmative action taken by the unit under study, or the unit's subsequent neglect of affirmative action;

d. maintaining a public record when cases are referred to appropriate university bodies or other state agencies for resolution.

B. 3.4 Equal Opportunity Commission

An Equal Opportunity Commission shall be established to address individual complaints of discrimination which may be brought to the attention of the University before formal charges are brought through outside agencies. This commission shall have broad representation from the university community. The responsibilities of this commission shall include:

a. receiving and investigating complaints from academic and nonacademic personnel, and students alleging discriminatory policies;

b. conducting formal hearings of the complaints when appropriate;

c. maintaining a transcript of all proceedings which shall be available to the president of the university and to any court or agency authorized by law to review the action of the commission;

d. making every reasonable effort to resolve complaint without formal investigation;

e. rendering recommendations to the president regarding all complaints either that the claim be dismissed or specify actions to remedy violations of the university's policy against discrimination.

B. 3.5 Task Force of Faculty Women's Salaries

The chief academic officer shall appoint a Task Force on Women's Salaries to study the status of salaries, tenure, and promotion of women faculty members. The responsibilities of this committee shall include:

a. determining whether or not women faculty are equitably paid relative to male faculty within academic departments;

b. recommending to the chief academic officer the adjustments necessary, if any, to achieve salary equity between sexes within the departments.

B. 5. Support Personnel and Resource Materials

1. Support Personnel

Affirmative action, if effective, must be an integral part of the university systems and operations. Within the university, there exists many offices and personnel with expertise and functions related to needed affirmative action activities, i.e., policymaking, research, processing grievances, providing data and technical assistance, etc. It is essential that such persons and offices be utilized. Use of support personnel and materials should include:

a. Administrative Council - (Policy makers)

b. President's Advisory Committee - (Consultants and Advisors)

c. Minority Affairs Associates - (Communication Network)

d. President's Human Support Task Force - (Support Services)

e. Equal Opportunity Commission - (Address individual discrimination complaints.)

f. Equal Opportunity Committee - (Address policy and practice complaints)

g. Region O.C.R. Staff - (Technical Assistance)

h. Personnel Director and Staff - (Compilation of data)

j. Academic Research and Planning - (Data analysis)

k. Institutional Research and Planning (Data compilation and analysis.)

l. Others as defined.

2. Resource Materials

a. Higher Education Guidelines (Executive Order #11246.)

b. University Personnel Manual and Procedures

c. Anti-discrimination Policy and Procedures

d. Resource Documents for the Recruitment of Minorities and Women.

C. Education Phase

ACTION STEPS	PERSONS AFFECTED	PERSONS RESPONSIBLE	TIMETABL
C.1 Provide and Increase General Awareness of and Appreciation for Affirmative Action Policy Intent and Procedures	All Employees	Affirmative Action Officer Administrative Council Deans, Directors Department and Division Heads	
C.2 Provide and Increase Particular Knowledge of Affirmative Action Requirements	Administrative Council Deans, Directors Division and Department Heads Supervisors, Managers	Affirmative Action Officer Administrative Council Deans, Directors Department and Division Heads	
C.3 Communicate Administrative Responsibility for Affirmative Action	Deans, Directors Department and Division Heads Supervisors, Managers	Affirmative Action Officer Administrative Council Deans, Directors Department and Division Heads	
C.4 Establish Network for Affirmative Action Communication	All Employees	Administrative Council Deans, Directors Department and Division Heads	
C.5 Provide Specific Guidelines Reflecting Affirmative Action Procedures and Implementation	All Employees	Affirmative Action Officer Personnel Relations Director Administrative Heads	
C.6 Publish and Announce Affirmative Action Activities and Personnel Information.	All Employees	Affirmative Action Officer Personnel Relations Director Administrative Heads	

D. Analysis Phase

ACTION STEPS		PERSONS INVOLVED	TIMETABLE
D.1	Determine Need for Analysis	Affirmative Action Staff	
D.2	Consult with Research Staff and Other Resource Personnel	Affirmative Action Staff	
D.3	Design Data Gathering Instruments and Establish Data Gathering Procedures	Research Staff (Institutional Budgeting and Planning, Administrative Data Processing, Personnel Relations Division.)	
D.4	Gather Data	Same as above.	
D.5	Complete Salary Inequity Study (Include Promotion, Tenure & Experience Factors.)	Staff Designee	
D.6	Complete Workforce Analysis	Staff designee and Department and Division Heads	
D.7	Determine Availability Pool (National, State, Regional, Local)	Research and Affirmative Action Staff	
D.8	Complete Utilization Analysis	Staff Designee and Department and Division Heads.	
D.9	Complete Turnover Analysis	Personnel Relations Division	
D.10	Complete Policy and Practice Analysis	Affirmative Action Staff Advisory Committee	
D.11	Interpret and Communicate Problem Areas Identified Through Above Actions.	Affirmative Action Officer	

D. 4 Data Gathering

1. Procure the following information for each employee:

   a. name

   b. sex

   c. ethnic information

   d. date of birth or age

   e. current salary

   f. current job or position title and classification

   g. date of hire

   h. educational level and/or skill level

   i. date of last promotion

2. List each member by job or position classification in descending order.

3. Summarize by job classification showing numbers, by sex, for each ethnic group, as well as cumulative figures for women and minorities.

4. Procure the following data:

   a. Estimate of women and minorities with requisite skills available to the university community. (National, state-wide, or local depending on the job, the demand, and realistic recruitment efforts.)

   b. Estimates of women and minorities with requisite skills available within the university community.

c. The number of women and minorities within your department who are promotable and/or transferable.

d. The number of women and minorities who are being trained and/or are trainable for purposes of improved utilization.

5. Outline recruiting procedures

6. Outline sources for training.

7. Outline procedures for placement and/or assignment.

8. Identify anti-nepotism situations or practices.

9. Organize and develop usable charts or outlines of the data collected.

D.6 Work Force Analysis

1. Compare job classifications and merge overlapping ones so that persons doing the same work with different job titles benefit from the salary analysis.

2. Compare the number of women and minorities in your current work force with their availability in the market from which you can reasonably recruit.

3. Compare the difference in salary of employees with the same job title.

4. Relate this information to the sex and race factors.

5. Identify job classifications or titles where one minority or sex group is clustered.

6. Compare the time spent prior to gaining promotion or tenure by men with the time spent by women of similar experience and by minorities of similar experience.

D.10 Policies and Practices Analysis

1. Review and/or examine recruitment practices in terms of sources used, preferences exercised, and posting practices.

2. Examine selection practices to determine if they reflect:

   a. the provision of explicit standards and criteria for employment to all employees and applicants.

   b. the assignment of women and minorities to all levels and ranks.

c. the consideration of employment of FSU graduates in a manner which would not deny opportunities to women and minorities.

3. Compare the number of women and minorities admitted to development and/or training programs in proportion to members of other populace.

4. Review your promotion practices in terms of academic and nonacademic developmental opportunities, career counseling, and posting and announcement of promotion opportunities.

5. Examine termination practices to determine that decisions have been unrelated to race, religion, color, national origin, or sex.

6. Examine all practices to ascertain that conditions related to pregnancy leave -- for example, salary, accrual of seniority and other benefits, reinstatement rights -- are in accordance with general leave policy.

7. Examine grievance procedures to ascertain the extent to which they provide for prompt and equitable hearing of employees' grievances relating to employment.

8. Determine who, what practices, and what policies are affected by or contribute to systemic exclusion of minorities and women.

E. Problem Eradication Phase

ACTION STEPS		PERSONS INVOLVED	TIMETABLE
E.1	Establish Processes for Correcting Problem Areas	The State Cabinet State Department of Education Administrative Council Affirmative Action Officer	
E.1.1	Set Goals and Timetables	All Administrative Heads	
E.2	Develop Correction Mechanisms	Board of Regents Administrative Council Personnel Relations Affirmative Action Officer Department Heads	
E.2.1	Where Appropriate, Recommend Policy Revisions	Responsible Officials	
E.2.2	Develop or Expand Recruitment Aids	Personnel Relations Department Heads	
E.2.3	Develop Realistic Grievance Procedures	Administrative Council Administrative Heads	
E.2.4	Develop Training and Development Programs	Personnel Relations Continuing Education	
E.2.5	Recommend Salary and Promotion Revisions	Responsible Officials	
E.2.6	Where Appropriate, Revise Committee Structure to Reflect Diverse Composition	Responsible Officials	

E. Problem Eradication Phase (continued)

ACTION STEPS		PERSONS INVOLVED	TIMETABLE
E. 3	Activate All Correction Mechanisms	Responsible Officials	
E. 4	Communicate Personnel Information and Practices Within and Outside University (Include Vacancy and Promotion.)	Personnel Relations Chief Academic Officer All Administrative Heads	
E. 5	Aggressively Pursue Numerical Goal Attainment	All Administrative Heads	
E. 6	Publish Affirmative Action Procedures via Personnel Manual, University and Local News Media	Personnel Relations Operations Analysis Affirmative Action Officer	
E. 7	Develop and Activate Safeguards and Monitoring Devices	All Administrative Heads Affirmative Action Officer	
E. 8	Formalize Written Affirmative Action Plan and Disseminate Throughout University.	Affirmative Action Officer	

E. 1.1 Establishing Goals for Faculty

The determination of potential faculty members requires consistent aggregate data on the number of minorities and women available and/or seeking academic positions. Such data do not exist. In lieu of these data, the assumption has been made that all individuals who have received the appropriate credentials are potential employees of the university. Even with this concession, the required data on minority doctorates are sketchy. This resulted from the legal mandate which made it unlawful to collect data which designated racial identity. Thus, there is about a five year void in such information.

The need for a measurement to determine the extent to which minorities and women have received appropriate credentials prompted an extensive search. Studies conducted by the Ford Foundation (Fred E. Crossland, Graduate Education and Black Americans and James W. Bryant, A Survey of Black American Doctorates, 1968 and 1970 respectively) and statistics published in The Chronicle of Higher Education ("Background Characteristics of Graduate Students," November 22, 1971 and "Graduate School Enrollments of Negroes, Other Minorities," April 12, 1971) suggest that the proportion of doctoral degrees awarded to minority persons is about 3-4% while the

minority composition of graduate enrollment is between 5 and 7%. Projections for 1975 suggest that national graduate enrollment will increase 38%. It is expected that the nationwide affirmative action thrust will influence the increase of black graduate enrollment beyond its present proportionate rate of the expected national increase. Thus, a derived formula for minority availability nationwide is 4% of total degrees conferred. This is based upon the estimated current Black enrollment and the anticipated increase. Admittedly, this percentage is high for some disciplines and low for others; but hopefully an obtainable median for all disciplines.

Total Earned Degrees Conferred, compiled by the U.S. Office of Education, does provide data regarding sex. Therefore, the availability of women by disciplines can be ascertained accordingly. A sample of this data follows on page 33.

Note: Availability Data used for administrative and career service analysis were for the most part state and local statistics on high school, vocational school, and community college graduates, and bachelors, masters, and doctoral degrees conferred. The minimum educational requirements of the job dictated which data to use.

AVAILABILITY DATA

Degrees Granted Nationally, 1969-70
(Formula Derived for Minorities)

	NMM		NMW		MM		MW		Total
	#	%	#	%	#	%	#	%	#
Accounting									
Doctorates	51	91	3	5	2	4	0	0	56
Masters	974	90	75	7	30	3	4	0	1083
Bachelors	17631	86	1712	8	1084	5	128	1	21183
Law									
Doctorates	31	89	3	8	1	3	0	0	35
Masters	821	95	36	4	25	3	2	0	884
Bachelors	492	88	23	4	37	7	3	1	555
1st. Prof. Degree	13691	92	424	5	761	3	40	0	14916
Library Science									
Doctorates	23	57	15	37	1	3	1	3	40
Masters	1017	16	5137	79	33	1	270	4	6511
Bachelors	80	8	900	85	6	1	68	6	1054
Adult Education									
Doctorates	93	83	14	13	3	3	1	1	111
Masters	122	62	69	34	4	2	4	2	199
Bachelors	35	61	18	32	3	5	1	2	57
Counselor Education									
Doctorates	399	75	115	22	12	2	6	1	532
Masters	5231	49	5199	47	162	1	274	3	10866
Physics									
Doctorates	1360	93	35	3	42	4	2	0	1439
Masters	1982	88	149	6	61	5	8	1	2200
Bachelors	4643	87	304	6	350	7	23	0	5320
Psychology									
Doctorates	1207	76	336	21	37	2	18	1	1668
Masters	2473	60	1484	36	76	2	78	2	4111
Bachelors	17709	53	13545	40	1333	4	1619	3	33606
Computer Science									
Doctorates	74	94	2	3	2	3	0	0	80
Masters	577	83	90	13	18	3	4	1	689
Bachelors	652	80	115	13	49	6	9	1	825

E.1.1 UTILIZATION ANALYSIS FORM

Instructions

This form is designed to assist you in determining the present status of your work force as it relates to the utilization of racial and sexual populace and the establishing of appropriate goals for the hiring and promotion of underutilized groups.

The Faculty Utilization Analysis Form has five sections. The first three sections, the Work Force Analysis, the Availability Index, and the Discrepancy Index, have been completed for you from data available to this office. Please review these carefully for accuracy. The second two sections, Vacancies and Goals, will require your estimations and expectations.

*Note:

Procedures for analyzing career service and administrative and professional employment categories are the same as outlined for faculty utilization. Position grouping, however, is different. Faculty is grouped by rank; administrative and professional by pay grades; and career service under nine (9) broad employment categories. (A career service listing reflecting the employment categories is found on pages 54-62.)

UTILIZATION ANALYSIS FORM

Department _____

	TOTALS	WORKFORCE (%)				AVAILABILITY INDEX (%)				DISCREPANCY INDEX (%)				VACANCIES	GOALS		
		MM	MW	NMM	NMW	MM	MW	NMM	NMW	MM	MW	NMM	NMW		MM	MW	NMW
Professor																	
Assoc. Prof.																	
Asst. Prof.																	
Instructor																	
Grad. Asst.																	

% of Totals=

Avg. Discrepancies=

MM - Minority Men
MW - Minority Women
NMM - Non Minority Men
NMW - Non Minority Women

Prepared by _____

Approved by _____

Date of Approval _____

The Work Force Analysis has been completed with data made available through the office of Academic Research and Planning. Please check these figures against your records reflecting full-time state line faculty only, and make any corrections which you feel are appropriate.

Department Elementary Education

	WORKFORCE TOTALS	MM	MW	NMM	NMW	
	#	%	%	%	%	
Professor	3	0	0	100	0	
Assoc. Prof.	4	0	0	50	50	
Asst. Prof.	7	0	0	57	43	
Instructor	6	17	17	6	50	
Grad. Asst.	3	0	33	0	67	

% of Totals=

MM - Minority Men
MW - Minority Women
NMM - Non Minority Men
NMW - Non Minority Women

The Availability Index has been completed with data provided by the U.S. Office of Education and formula derived estimates of minority availability. Should you have data which you think are more appropriate for this section, please indicate the data and their source on a separate and attached sheet.

AVAILABILITY INDEX (%)

MM	MW	NMM	NMW	
2	2	58	38	
2	2	58	38	
2	2	58	38	
1	4	19	76	
1	6	8	85	

Avg. Discrepancies=

The Discrepancy Index has been completed by subtracting the percent available from the percent of work force for each category of faculty. The number arrived at is preceded by a plus (+) or minus (-) sign representing over- or under-utilization respectively. Please adjust this section if corrections have been made in the Work Force Analysis section.

DISCREPANCY INDEX (%)

MM	MW	NMM	NMW
-2	-2	+42	-38
-2	-2	-8	+12
-2	-2	-1	+5
+16	+8	-13	-26
-1	+27	-8	-18

Prepared by_____

Approved by_____

Date of Approval_____

In the section labeled Vacancies, please indicate the number of vacancies you expect at each level in the faculty ranks. These numbers should take into consideration all probable retirements, nonrenewals, and resignations which you expect to occur during the next academic year.

Keeping in mind the discrepancies of your unit and the probable vacancies which will occur, please complete the section labeled Goals. These goals represent the target populations from which you will make special efforts to recruit and promote in order that the discrepancies in your unit may be eliminated. (The total number under Goals should be equal to the total number under Vacancies.)

VACANCIES	GOALS MM	MW	NMW
1			
0			
0			
2			

References:
1. Filling a Career Service Position (OP P-2-1.1)
2. Appointments to Administrative and Professional Positions (OP P-3-1.2)
3. Promotions, Demotions, Transfers, and Reassignments (OP P-2-4.1)
4. Grievance Procedures (OP P-2-6.1)
5. Discrimination Grievance Procedures (OP P-1-1.11)

PURPOSE

To specify the methods and responsibilities required to carry out the Florida State University Affirmative Action Program.

DEFINITIONS

The following definition will apply throughout this procedure.

MINORITIES

Minorities refers to members of ethnic groups identified as American Blacks (Negroes), Spanish-surnamed Americans, American Indians, and American Orientals. Groups that are classified in the category "OTHER", to distinguish them from the minority groups, are American Caucasians, aliens, and any others not specified as a minority.

FORMS

The following forms will be used in this procedure and may be obtained from the Office Services Department.

Quarterly Affirmative Action Report (Faculty; FSU FORM NO. AA177)

Quarterly Affirmative Action Report (Administrative & Professional; FSU FORM NO. AA178)

Quarterly Affirmative Action Report (Graduate Assistants; FSU FORM NO. AA179)

Quarterly Affirmative Action Report (Career Service & Total Work Force; FSU FORM NO. AA180)

Affirmative Action Recruitment Interview Report (FSU FORM NO. AA186)

GENERAL

The purpose of the Affirmative Action program is to insure equal employment opportunities, including recruitment, placement, pay,

training, promotion, and working conditions, for all University employees regardless of race, sex, color, religion, or national origin. It is also designed to correct any employment practices that may cause the exclusion of minorities and women from the University work force. The policies described in this procedure apply to all University employees including part-time employees.

The University President is ultimately responsible for the administration of the Affirmative Action Program. The President's Assistant for Minority Affairs is responsible for planning, coordinating, and monitoring the program. The vice presidents and provosts are responsible for the employment practices within their administrative units. Deans and directors are responsible for reviewing and approving department employment goals and monitoring employment practices. Department chairmen and managers are responsible for carrying out the Affirmative Action program, and for reporting the status of the program. The University Minority Affairs Office personnel will provide technical information and support to the departments, and counselling and referral service for minorities and women regarding employment opportunities.

DEPARTMENTAL ACTION

Heads of departments are responsible for carrying out the Affirmative Action Program. The practices listed below should be followed by the heads of departments to fulfill their employment responsibilities.

RECUITMENT AND HIRING PRACTICES

- Welcome and encourage applications from minorities and women.
- Include minorities and women on search committees, and as interviewers.
- Include minority and women's publications and organizations as contact and advertising sources when filling job openings.
- Review applicants on the basis of previous success record and potential, as well as academic achievement.
- Apply flexibility in evaluating experience requirements.
- Welcome and encourage employment of minorities and women.
- Follow personnel procedures as outlined in references 1 and 2.

PROMOTIONAL PRACTICES

- Provide promotional opportunities to all employees on an equitable basis.
- Welcome and encourage the promotion of minorities and women within the department and to other University departments.
- Employ promotional practices to improve employee retention rates.
- Follow personnel procedures as outlined in reference 3.

PROFESSIONAL DEVELOPMENT AND TRAINING PRACTICES

- Develop and provide programs that will improve the skills and potential for promotion of minorities and women.
- Encourage participation in professional development and training programs.
- Provide career counselling and information concerning professional and skill development.

WORKING CONDITIONS

- Provide distribution of assignments commensurate with job responsibilities.
- Provide equitable opportunities for decision-making.
- Provide equitable facilities and services for all employees.
- Provide equitable pay and fringe benefits.
- Administer equitably all personnel practices such as leaves, overtime, etc.

GRIEVANCE PRACTICES

- Provide for equitable review of grievances. Follow the procedures outlined in references 4 and 5.
- Establish a clear, publicized, departmental system of investigating complaints of discrimination.

THE FLORIDA STATE UNIVERSITY OPERATING PROCEDURES	SERIES	SECTION	SUBJECT
	P	1	1.10

PERSONNEL MANUAL

SUBJECT: AFFIRMATIVE ACTION PROGRAM

EFFECTIVE: 15 October 1973

GOAL SETTING

Heads of departments will set quarterly hiring and promotional goals by race and sex for each employment category. The goals will be evaluated and approved by the appropriate dean or director, provost or vice president, and the University President. The University Minority Affairs Office personnel will assist in the development of hiring and promotional goals.

The goals should be based on known and projected vacancies. Vacancies can be projected based on annual turnover rates and available positions. The racial and sexual distribution of employees should be based on availability of potential recruits for the type of positions within each department. Availability statistics may be obtained from the University Minority Affairs Office.

REPORTING SYSTEM

Quarterly reports concerning the status of the Affirmative Action Program are to be submitted for each department account that has a salary authorization within it. The reports are due within ten working days after the end of the reporting quarter. The quarters end September 30, December 31, March 31, and June 30. The reports will be submitted on Quarterly Affirmative Action Report forms (FSU FORM NO. AA177, AA178, AA179, AA180, and AA186). See Attachment 1 for instructions on completing the reporting forms.

Heads of departments will complete the forms and sign their names to the report. It will then be forwarded to the dean or director for his review of goal attainment, and confirmation. The dean or director will consolidate the reports from his departments and will forward the reports to the appropriate provost or vice president for review of goal attainment, and confirmation. The provost or vice president will consolidate the reports from his deans or directors and forward them to the University Minority Affairs Office.

The report will be completed in four copies. The original will be forwarded to the University Minority Affairs Office as outlined above. The remaining three copies will be retained by the department, the dean or director, and the provost or vice president.

DEPARTMENTS NOT MEETING GOALS

When the President determines that a department is not meeting its goals, and not evidencing good faith effort in trying to meet its

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goals, he will address a letter to the appropriate provost or vice president directing necessary adjustments.

Approved:

J. R. Robinson, Director
University Personnel Relations

ATTACHMENT 1

INSTRUCTIONS FOR COMPLETING THE QUARTERLY AFFIRMATIVE ACTION REPORTS
(FSU FORM NO. AA177, AA178, AA179, AA180, and AA186)

A Quarterly Affirmative Action Report must be submitted for each department account that has permanent employees assigned to it.

The faculty report (FSU FORM NO. AA177) will be completed for department accounts that have faculty members assigned to them. The Administrative and Professional report (FSU FORM NO. AA178) will be completed for accounts that have Administrative or Professional employees assigned to them. The graduate assistants report (FSU FORM NO. AA179) will be completed for accounts that have graduate assistants assigned to them. The Career Service and total work force report (FSU FORM NO. AA180) will be completed for all department accounts that have employees assigned to them. This form is used to report the status of Career Service employees, to report the totals for all employees assigned to the department account, and to record the appropriate signatures on the report.

General Instructions

The following instructions apply to all parts of the report. The following titles refer to the column headings on the report forms. Exhibit 2 is an illustration of a completed form.

POSITIONS AUTHORIZED: Enter the number of positions authorized in the department budget for each employment category.

POSITIONS THAT WERE FILLED AT THE END OF THE REPORTING QUARTER: Enter the number of males and females, according to ethnic group membership under each subheading, that were employed in each employment category on the last workday of the reporting quarter. The grouping "OTHER" will include American Caucasians, aliens regardless of race, and any other groups not specified in the columns to the left. Enter the total of all entries in each row in the TOTAL column. The difference between the figures entered in the TOTAL column and the Positions Authorized column should be the number of vacancies in each employment category.

PROJECTED VACANCIES: Enter the number of vacancies that are anticipated during the quarter following the reporting quarter. The vacancies should be projected based on known terminations and annual turnover rates.

HIRING AND PROMOTIONAL GOALS: Enter under each subheading the number of each group (MM, MF, NMM or NMF) that represents the hiring or promotional goal for the projected vacancies. On the faculty report (FSU FORM NO. AA177) a record will be made on the reverse of the form of each projected new hire. The information required is the anticipated date of the vacancy and the date of occupancy of the position by the newly hired faculty member.

RECRUITMENT INTERVIEWS: Enter the number of employment interviews conducted with members of each group (MM, MF, or NMF) during the reporting quarter. For each person interviewed in these groups, an additional report will be made on the Affirmative Action Recruitment Interview Report form (FSU FORM NO. AA186).

NEW HIRES DURING THE REPORTING QUARTER: Enter in the appropriate column, the number of persons hired in each employment and ethnic category.

INTRA-DEPARTMENTAL PROMOTIONS DURING THE REPORTING QUARTER: Enter in the appropriate column, the number of persons promoted within the department in each employment and ethnic category.

TERMINATIONS DURING THE REPORTING QUARTER: Enter in the appropriate column, the number of persons that terminated in each employment and ethnic category.

The following instructions apply to employment categories of the report. The titles refer to the row headings on the report forms.

FACULTY: Enter in each column the information required according to faculty employment categories. The sub-faculty category will not include graduate assistants. Sub-faculty includes coaches, and Development and Research School faculty and administrators. The total under faculty will be a summation of all preceeding faculty employment categories.

ADMINISTRATIVE AND PROFESSIONAL: Enter in each column the information required according to A&P grades. The total under the A&P grades will be a summation of the figures listed for the grade categories in rows 1, 2, and 3.

GRADUATE ASSISTANTS: Enter in each column the information required according to the graduate assistant categories. The total under graduate assistants will be a summation of all preceeding graduate assistant employment categories.

CAREER SERVICE: Enter in each column the information required according to the Career Service categories. Exhibit 1 lists the class codes that apply to each employment category in rows 1 through 9. The total under Career Service will be a summation of all preceeding Career Service employment categories.

TOTAL WORK FORCE: Enter the summation of the figures for the totals in each set of employment categories, i.e., total row 8 in FSU FORM NO. AA177, row 4 on FSU FORM NO. AA178, row 4 on FSU FORM NO AA179, row 10 on FSU FORM NO. AA180, and enter the result in row 11 on FSU FORM NO. AA180.

QUARTERLY AFFIRMATIVE ACTION REPORT (FACULTY)

(Reference Personnel Manual OP P-1-1.10)

Department Name _____ Account No. _____ Quarter _____

Faculty		Positions Authorized	Positions filled at the end of the Reporting Quarter: American Black M	F	American Oriental M	F	American Spanish M	F	American Indian M	F	Other M	F	TOTAL
Professor	(1)												
Associate Professor	(2)												
Assistant Professor	(3)												
Instructor	(4)												
Research Associate	(5)												
Sub-Faculty	(6)												
Adjunct Faculty	(7)												
Total (1 through 7)	(8)												

Projected Vacancies	Hiring Goals* MM	MF	NMM	NMF

Recommended Promotions (all 197_ to be completed for quarter ending Dec. 31)

From	To	MM	MF	NMM	NMF	Total
Assoc. Prof.	Professor					
Assist. Prof.	Assoc. Prof.					
Inst.	Assist. Prof.					
	Inst.					

*Record anticipated vacancy and reporting dates for each projected new hire, on reverse side of this form.

		New Hires During the Reporting Quarter: American Black M	F	American Oriental M	F	American Spanish M	F	American Indian M	F	Other M	F	TOTAL
Professor	(1)											
Associate Professor	(2)											
Assistant Professor	(3)											
Instructor	(4)											
Research Associate	(5)											
Sub-Faculty	(6)											
Adjunct Faculty	(7)											
Total (1 through 7)	(8)											

	Terminations During the Reporting Quarter: American Black M	F	American Oriental M	F	American Spanish M	F	American Indian M	F	Other M	F	TOTAL

Recruitment Interview MM	MF	NMF	TOTAL

FSU FORM NO. AA177 Rev. 10-73 M = Male F = Female MM = Minority Male MF = Minority Female NMM = Nonminority Male NMF = Nonminority Female

QUARTERLY AFFIRMATIVE ACTION REPORT (ADMINISTRATIVE & PROFESSIONAL)

(Reference Personnel Manual OP P-1-1.10)

Department Name _____ Account No. _____ Quarter _____

INSTRUCTIONS: Tabulations will be based on FTE authorizations for each departmental account. Reports are due at the University Minority Affairs Office on the tenth working day following the quarter covered by the report. For this report, the quarters end September, December, March, and June. Projected vacancies will be for the subsequent quarter. Recruitment interviews will be further documented on Affirmative Action Recruitment Interview Report (FSU FORM NO. AA186).

Administrative & Professional:		Positions Authorized	Positions that were Filled at the End of the Reporting Quarter										
			American Black		American Oriental		American Spanish		American Indian		Other		TOTAL
			M	F	M	F	M	F	M	F	M	F	
A & P Grades 7 & 8	(1)												
A & P Grades 4, 5, & 6	(2)												
A & P Grades 1, 2, & 3	(3)												
Total (1 through 3)	(4)												

Projected Vacancies	Hiring Goals				Promotional Goals				Recruitment Interviews			
	MM	MF	NMM	NMF	MM	MF	NMM	NMF	MM	MF	NMF	TOTAL

	New Hires During the Reporting Quarter											Intra-departmental Promotions During the Reporting Quarter											Terminations During the Reporting Quarter										
	American Black		American Oriental		American Spanish		American Indian		Other		TOTAL	American Black		American Oriental		American Spanish		American Indian		Other		TOTAL	American Black		American Oriental		American Spanish		American Indian		Other		TOTAL
	M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F	
(1)																																	
(2)																																	
(3)																																	
(4)																																	

M = Male F = Female MM = Minority Male MF = Minority Female NMM = Nonminority Male NMF = Nonminority Female

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QUARTERLY AFFIRMATIVE ACTION REPORT (GRADUATE ASSISTANTS)

(Reference Personnel Manual OP P-1-1.10)

Department Name _____ Account No. _____ Quarter _____

INSTRUCTIONS: Tabulations will be based on FTE authorizations for each departmental account. Reports are due at the University Minority Affairs Office on the tenth working day following the quarter covered by the report. For this report, the quarters end September, December, March, and June. Projected vacancies will be for the subsequent quarter. Recruitment interviews will be further documented on Affirmative Action Recruitment Interview Report (FSU FORM NO. AA186).

Graduate Assistants.		Positions Authorized	Positions filled at the end of the Reporting Quarter										
			American Black		American Oriental		American Spanish		American Indian		Other		TOTAL
			M	F	M	F	M	F	M	F	M	F	
Teaching	(1)												
Research	(2)												
Service	(3)												
Total (1 through 3)	(4)												

Projected Vacancies	Hiring Goals			
	MM	MF	NMM	NMF

		New Hires During the Reporting Quarter											Terminations During the Reporting Quarter										
		American Black		American Oriental		American Spanish		American Indian		Other		TOTAL	American Black		American Oriental		American Spanish		American Indian		Other		TOTAL
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F	
Teaching	(1)																						
Research	(2)																						
Service	(3)																						
Total (1 through 3)	(4)																						

M = Male F = Female MM = Minority Male MF = Minority Female NMM = Nonminority Male NMF = Nonminority Female

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QUARTERLY AFFIRMATIVE ACTION REPORT (CAREER SERVICE & TOTAL WORK FORCE)

(Reference Personnel Manual OP P-1-1.10)

Department Name _____ Account No _____ Quarter _____

INSTRUCTIONS: Tabulations will be based on FTE authorizations for each departmental account. Reports are due at the University Minority Affairs Office on the tenth working day following the quarter covered by the report. For this report, the quarters end September, December, March, and June. Projected vacancies will be for the subsequent quarter. Recruitment interviews will be further documented on Affirmative Action Recruitment Interview Report (FSU FORM NO. AA186).

Career Service		Positions Authorized	Positions that were Filled at the End of the Reporting Quarter											Projected Vacancies	Hiring Goals				Promotional Goals				Recruitment Interviews			
			American Black		American Oriental		American Spanish		American Indian		Other		TOTAL		MM	MF	NMM	NMF	MM	MF	NMM	NMF	MM	MF	NMF	TOTAL
			M	F	M	F	M	F	M	F	M	F														
Professional	(1)																									
Technical	(2)																									
Managerial	(3)																									
Clerical & Sales	(4)																									
Services	(5)																									
Crafts	(6)																									
Equipment Operator	(7)																									
Transportation	(8)																									
Laborer	(9)																									
Total (1 through 9)	(10)																									
TOTAL WORK FORCE*	(11)																									

*TOTAL WORK FORCE tabulations should be a total of the corresponding entries on all Quarterly Affirmative Action Reports for the department account, i.e., the totals for Faculty, Graduate Assistants, A & P, and Career Service Employees, as recorded on FSU FORMS NO. AA177, AA178, AA179, and AA180 (also enter the totals in item 11 on the reverse side of this form.)

FSU FORM NO. AA180 Rev. 10-73 M = Male F = Female MM = Minority Male MF = Minority Female NMM = Nonminority Male NMF = Nonminority Female

QUARTERLY AFFIRMATIVE ACTION REPORT (CAREER SERVICE & TOTAL WORK FORCE) Continued

(1) Professional
(2) Technical
(3) Mangerial
(4) Clerical & Sales
(5) Services
(6) Crafts
(7) Equipment Operator
(8) Transportation
(9) Laborer
(10) Total (1 through 9)
(11) TOTAL WORK FORCE

	New Hires During the Reporting Quarter											Intra-departmental Promotions During the Reporting Quarter											Terminations During the Reporting Quarter										
	American Black		American Oriental		American Spanish		American Indian		Other		TOTAL	American Black		American Oriental		American Spanish		American Indian		Other		TOTAL	American Black		American Oriental		American Spanish		American Indian		Other		TOTAL
	M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F	
(1)																																	
(2)																																	
(3)																																	
(4)																																	
(5)																																	
(6)																																	
(7)																																	
(8)																																	
(9)																																	
(10)																																	
(11)																																	

Initiator _____ Date _____

Dean or Division Director _____ Date _____

Vice President or Provost _____ Date _____

AFFIRMATIVE ACTION RECRUITMENT INTERVIEW REPORT

(Reference Personnel Manual OP P-1-1.10)

Department Name _____ Account No. _____ Quarter _____

NAME OF INTERVIEWEE	ETHNIC GROUP	MAILING ADDRESS OF INTERVIEWEE	POSITION FOR WHICH INTERVIEW WAS CONDUCTED	QUALIFICATIONS OR SKILLS OF INTERVIEWEE*	ACTION TAKEN AND REASON

*This column need not be completed if the interviewee's employment application is on file at the University Personnel Relations Division or the Office of the Dean of the Faculties.

FSU FORM NO. AA186 Rev. 10-73

EXHIBIT 1

CAREER SERVICE EMPLOYMENT CATEGORIES

The following is a cross-reference between Career Service employment categories used in the Affirmative Action Program, and Career Service class codes and titles.

Class Code	Class Title	Employment Category
2540	Accelerator Operator	Crafts
0401	Account Clerk I	Clerical & Sales
0402	Account Clerk II	Clerical & Sales
0411	Accountant I	Professional
0412	Accountant II	Professional
0413	Accountant III	Professional
0414	Accountant IV	Professional
0111	Addressing Mach. Op. I	Equipment Operator
0112	Addressing Mach. Op. II	Equipment Operator
0115	Addressing Mach. Op. Supv.	Equipment Operator
0906	Administrative Asst. I	Managerial
0907	Administrative Asst. II	Managerial
6332	Admissions Counselor	Professional
6333	Admissions Officer	Professional
2080	Animal Caretaker	Technical
2082	Animal Caretaker Supv.	Technical
2070	Animal Technician I	Technical
2071	Animal Technician II	Technical
2072	Animal Technician III	Technical
2073	Animal Tech. Supv. I	Technical
2074	Animal Tech. Supv. II	Technical
6339	Asst. Admissions Director	Managerial
6344	Asst. Alumni Affairs Dir.	Managerial
6482	Asst. Audio-Visual Media Director	Managerial
0310	Asst. Bookstore Mgr.	Managerial
0055	Asst. Campus Postmaster	Managerial
6442	Asst. Circus Director - FSU	Managerial
8827	Asst. Curator	Professional
0260	Asst. Dir. Data Systems	Managerial
6320	Asst. Housing Director	Managerial
0735	Assistant Editor	Professional
0418	Asst. Finance & Account. Director I	Managerial
0419	Asst. Finance & Account. Director II	Managerial
6436	Asst. Golf Course Manager	Managerial
5536	Asst. Laundry Manager	Managerial
6353	Asst. 9th Gr. Test Prog. Director	Managerial

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
6460	Asst. Operations Dir. Univ. Union	Managerial
0511	Asst. Personnel Officer I	Professional
0727	Asst. Publications Prod. Coord.	Managerial
6336	Assistant Registrar	Managerial
2358	Asst. Safety Officer	Managerial
2572	Asst. Teaching Lab. Supv.	Technical
6516	Asst. Television Art Dir.	Professional
0331	Asst. Ticket Manager	Clerical & Sales
2421	Asst. Utilities & Maint. Supt. I	Managerial
0435	Athletic Business Manager - FSU	Managerial
6420	Athletic Equip. Custodian	Clerical & Sales
6423	Athletic Equip. Manager	Clerical & Sales
6427	Athletic Trainer	Services
6474	Audio-Visual Librarian	Technical
6476	Audio-Visual Materials Mgr.	Managerial
6478	Audio-Visual Specialist	Technical
2705	Automotive Equip. Mech. I	Crafts
2706	Automotive Equip. Mech. II	Crafts
5402	Baker I	Services
5401	Baker's Helper	Services
2101	Bindery Worker I	Equipment Operator
2102	Bindery Worker II	Equipment Operator
2401	Boiler Operator I	Crafts
0101	Bookkeeping Mach. Operator	Equipment Operator
0311	Bookstore Manager I	Managerial
0312	Bookstore Manager II	Managerial
0313	Bookstore Manager III	Managerial
0305	Bookstore Supervisor	Managerial
0307	Bookstore Supv. - Textbooks	Managerial
2365	Building Const. Coord.	Professional
2340	Building Svcs. Asst. Supt.	Managerial
2341	Building Svcs. Supt. I	Managerial
2342	Building Svcs. Supt. II	Managerial
0431	Business Assistant - Ath. Dept.	Managerial
0441	Business Manager I	Managerial
2321	Butler	Services
0600	Buyer	Clerical & Sales
2016	Cabinet Maker	Crafts
0295	CAI Course Writer	Professional
0291	CAI Proctor	Clerical & Sales
0297	CAI Proctor Supervisor	Professional
1880	Campus Parking Patroller	Services
0057	Campus Postmaster II	Managerial

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
1887	Campus Security Invest.	Professional
1884	Campus Security Police Capt.	Managerial
1883	Campus Security Police Lt.	Managerial
1881	Campus Security Police Off.	Services
1882	Campus Security Police Sgt.	Services
6402	Campus Services Coordinator	Managerial
2012	Carpenter	Crafts
0325	Cashier I	Clerical & Sales
0326	Cashier II	Clerical & Sales
7101	Chaplain	Professional
3226	Chemist I	Professional
3227	Chemist II	Professional
0769	Cinematographer	Technical
6026	Classroom Teacher I	Professional
0011	Clerk I	Clerical & Sales
0012	Clerk II	Clerical & Sales
0013	Clerk III	Clerical & Sales
0014	Clerk IV	Clerical & Sales
0015	Clerk V	Clerical & Sales
0001	Clerk Messenger	Clerical & Sales
0021	Clerk Typist I	Clerical & Sales
0022	Clerk Typist II	Clerical & Sales
0023	Clerk Typist III	Clerical & Sales
0328	Collections Manager	Managerial
7201	Community Worker	Clerical & Sales
0237	Computer Operations Manager I	Managerial
0238	Computer Operations Mgr. II	Managerial
0235	Computer Operations Supv.	Technical
0231	Computer Operator I	Technical
0232	Computer Operator II	Technical
0233	Computer Operator III	Technical
0241	Computer Programmer I	Professional
0242	Computer Programmer II	Professional
0254	Computer Systems Analysis Supv.	Technical
0251	Computer Systems Analyst I	Technical
0252	Computer Systems Analyst II	Technical
0256	Computer Systems & Program. Manager	Managerial
5411	Cook I	Services
5412	Cook II	Services
5410	Cooks Helper	Services
6370	Coop. Educ. Program Coord.	Professional
0731	Copy Writer	Technical
2324	Custodial Supervisor I	Services
2325	Custodial Supervisor II	Services

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
2326	Custodial Supervisor III	Services
2322	Custodial Worker	Services
0266	Data Processing Coord.	Clerical & Sales
0262	Data Systems Director II	Managerial
0263	Data Systems Director III	Managerial
2600	Deckhand	Laborer
5528	Dry Cleaner I	Services
5529	Dry Cleaner II	Services
2110	Duplicating Equipment Op.	Clerical & Sales
0733	Editorial Assistant	Professional
0270	EDP Librarian	Technical
2020	Electrician	Crafts
3220	Electron Microscope Tech. I	Technical
3221	Electron Microscope Tech. II	Technical
2524	Electronic Equip. Maint. Supv.	Technical
2521	Electronic Technician I	Crafts
2522	Electronic Technician II	Crafts
7221	Employment Counselor I	Professional
7241	Employment Specialist I	Professional
3031	Engineer I	Professional
3032	Engineer II	Professional
3033	Engineer III	Professional
3011	Engineering Tech. I	Technical
3012	Engineering Tech. II	Technical
3013	Engineering Tech. III	Technical
6341	Financial Aid Counselor	Professional
6540	Fine Arts Production Mgr.	Managerial
0405	Fiscal Assistant I	Clerical & Sales
0406	Fiscal Assistant II	Clerical & Sales
5431	Food Service Aide I	Services
5432	Food Service Aide II	Services
5448	Food Service Director I	Managerial
5449	Food Service Director II	Managerial
2516	Glassblower II	Crafts
2517	Glassblower III	Crafts
6438	Golf Course Manager	Managerial
2201	Groundskeeper I	Laborer
2202	Groundskeeper II	Laborer
2204	Groundskeeping Supv. I	Laborer
2205	Groundskeeping Supv. II	Laborer
6325	Guest House Manager	Managerial
2733	Heavy Equipment Operator	Transportation
5508	Housekeeper I	Services

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
5509	Housekeeper II	Services
0721	Illustrator I	Technical
0722	Illustrator II	Technical
0745	Information Specialist I	Professional
0746	Information Specialist II	Professional
0747	Information Specialist III	Professional
9910	Instrument Development Eng.	Professional
2505	Instrument Maker-Designer	Crafts
0471	Internal Auditor I	Professional
0472	Internal Auditor II	Professional
0473	Internal Auditor III	Professional
6440	Intramurals Director	Managerial
3054	Isotope Separator Engineer	Professional
0202	Key Punch Operator	Clerical & Sales
0200	Key Punch Operator Trainee	Clerical & Sales
0205	Key Punch Supervisor I	Clerical & Sales
0206	Key Punch Supervisor II	Clerical & Sales
2003	Labor Foreman	Laborer
3210	Laboratory Helper	Services
2510	Lab. Mach. Shop Supv. I	Crafts
2511	Lab. Mach. Shop Supv. II	Crafts
2501	Laboratory Mech. Mach. I	Crafts
2502	Laboratory Mech. Mach. II	Crafts
3211	Laboratory Tech. I	Technical
3212	Laboratory Tech. II	Technical
3216	Lab. Technologist I	Technical
3217	Lab. Technologist II	Technical
2000	Laborer	Laborer
2227	Landscape & Groundskeeping Supt.	Managerial
5525	Laundry Clerk	Clerical & Sales
5532	Laundry Supervisor	Services
5521	Laundry Worker I	Services
5522	Laundry Worker II	Services
5523	Laundry Worker III	Services
0754	Library Assistant	Professional
2050	Locksmith I	Crafts
2051	Locksmith II	Crafts
2500	Machinist	Crafts
0051	Mail Clerk I	Clerical & Sales
0052	Mail Clerk II	Clerical & Sales
2385	Maint. & Const. Supt.	Managerial
2035	Maintenance Mechanic	Crafts
2011	Maintenance Repairman	Laborer

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
2335	Maintenance Supt. I	Managerial
2336	Maintenance Supt. II	Managerial
2330	Maintenance Supervisor I	Laborer
2331	Maintenance Supervisor II	Laborer
0959	Management Systems Ana. I	Professional
0960	Management Systems Ana. II	Professional
0962	Management Systems Coord. I	Managerial
2514	Manager of Laboratories	Managerial
9901	Manager of Theatre & Auditoria	Managerial
2616	Marine Captain II	Managerial
2613	Marine Engineer III	Technical
3242	Marine Science Tech. II	Technical
2605	Marine Services Supv.	Managerial
2028	Mason	Crafts
4036	Medical Technologist I	Technical
4037	Medical Technologist II	Technical
2731	Motor Vehicle Operator I	Transportation
2732	Motor Vehicle Operator II	Transportation
2536	Nuclear Technician	Technical
2222	Nursery and Landscape Supv.	Managerial
2212	Nursery Assistant	Laborer
2214	Nursery Foreman	Laborer
4402	Nursing Assistant	Services
6317	Off-Campus Housing Supv.	Managerial
2105	Offset Photographer	Equipment Operator
2114	Offset Printing Mach. Op.	Equipment Operator
2117	Offset Printing Mach. Supv.	Equipment Operator
2410	Operating Engineer	Crafts
2025	Painter	Crafts
0500	Personnel Aide	Clerical & Sales
0502	Personnel Technician I	Professional
0503	Personnel Technician II	Professional
0504	Personnel Technician III	Professional
4091	Pharmacist I	Professional
4092	Pharmacist II	Professional
0771	Photographer I	Technical
0772	Photographer II	Technical
0767	Photographic Laboratory Technician	Technical
0773	Photography Supv. I	Technical
2052	Piano Technician	Technical
0577	Plant Planning Asst. Dir.	Managerial
0575	Plant Planning Coordinator	Managerial
9903	Plate Scanner	Technical
2030	Plumber	Crafts

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
2121	Pressman I	Equipment Operator
2122	Pressman II	Equipment Operator
2130	Print Shop Manager	Managerial
2126	Print Shop Supervisor	Technical
0653	Property Clerk I	Clerical & Sales
0654	Property Clerk II	Clerical & Sales
0657	Property Manager II	Managerial
0729	Publications Production Coord.	Managerial
0605	Purchasing Agent I	Professional
0606	Purchasing Agent II	Professional
0607	Purchasing Agent III	Professional
6531	Radio-Television Eng. I	Professional
6532	Radio-Television Eng. II	Professional
6521	Radio-Television Writer	Professional
6494	Radio Manager	Managerial
9912	Radio Production Manager	Professional
6499	Radio Station Manager	Managerial
2534	Radiological Safety Officer	Professional
3219	Residual Gas Analyst	Technical
4519	Radiologist	Professional
0044	Receptionist	Clerical & Sales
2056	Refrigeration Mechanic	Crafts
4421	Registered Nurse I	Professional
4422	Registered Nurse II	Professional
4423	Registered Nurse III	Professional
0716	Research Assistant	Professional
9906	Research Technician II	Technical
6301	Residence Hall Receptionist	Clerical & Sales
6303	Residence Hall Social Coord.	Professional
6305	Residence Hall Supervisor	Professional
2014	Roofer	Crafts
2357	Safety & Insurance Officer	Managerial
0301	Sales Clerk I	Clerical & Sales
0302	Sales Clerk II	Clerical & Sales
6329	Schedule and Space Coord.	Professional
0246	Scientific Programmer	Professional
5542	Seamstress I	Equipment Operator
5543	Seamstress II	Equipment Operator
0031	Secretary I	Clerical & Sales
0032	Secretary II	Clerical & Sales
0033	Secretary III	Clerical & Sales
0034	Secretary IV	Clerical & Sales
2301	Security Guard I	Services

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
2302	Security Guard II	Services
2046	Sheet Metal Worker	Crafts
2822	Sign Technician	Laborer
6327	Space & Facilities Analyst	Professional
0901	Staff Assistant I	Managerial
0902	Staff Assistant II	Managerial
0701	Statistical Aide I	Clerical & Sales
0705	Statistician I	Professional
0706	Statistician II	Professional
0707	Statistician III	Professional
2038	Steamfitter	Crafts
0619	Stock Clerk	Clerical & Sales
0621	Storekeeper I	Clerical & Sales
0622	Storekeeper II	Clerical & Sales
0626	Stores Manager	Managerial
0624	Stores Supervisor	Clerical & Sales
6444	Swimming Pool Manager	Managerial
0121	Switchboard Operator I	Clerical & Sales
0122	Switchboard Operator II	Clerical & Sales
2573	Teaching Laboratory Supervisor	Technical
6519	Television & Art Studio Mgr.	Managerial
6535	Television Engineer Mgr.	Managerial
6529	Television Producer-Dir.	Managerial
6530	Television Production Mgr.	Managerial
6537	Television Program Mgr. I	Managerial
6538	Television Program Mgr. II	Managerial
6501	Television Studio Cameraman	Technical
6505	Television Studio Supv.	Managerial
0321	Teller I	Clerical & Sales
0322	Teller II	Clerical & Sales
2062	Trades Foreman	Crafts
2010	Trades Helper	Laborer
0025	Transcriber Operator	Clerical & Sales
2210	Tree Surgeon	Laborer
4019	Unit Administrator	Managerial
0211	Unit Record Equip. Opr. I	Equipment Operator
6454	University Union Asst. Prog. Dir.	Professional
0437	University Union Bus. Mgr.	Managerial
6456	University Union Prog. Dir. I	Managerial
6458	University Union Prog. Dir. II	Managerial
6450	University Union Rec. Supv. I	Professional
6451	University Union Rec. Supv. II	Professional
6452	University Union Supervisor	Managerial

(EXHIBIT 1 - Continued)

Class Code	Class Title	Employment Category
2425	Utilities & Maint. Supt. I	Managerial
2426	Utilities & Maint. Supt. II	Managerial
2428	Utilities Superintendent I	Managerial
0027	Vari-Typist	Clerical & Sales
7071	Vocational Counselor I	Professional
7072	Vocational Counselor II	Professional
6468	Wardrobe Manager	Services
2040	Welder	Crafts
4047	X-Ray Technician II	Technical
4048	X-Ray Technician III	Technical

F. Evaluation and Adjustment Phase

ACTION STEP		PERSON OR OFFICE INVOLVED	TIMETABLE
F.1	Identify Indices of Progress According to Goals and Timetables	Institutional Research Affirmative Action Staff	
F.2	Determine Standards		
F.3	Establish Mechanism and Timetable		
F.4	Activate Evaluation Mechanism		
F.5	Analyze Progress (Apply Standards to Performance)		
F.6	Report Findings, Implications, and Recommendations	Affirmative Action Officer	
F.7	Establish and Activate Mechanism for Appeal	Appropriate Official	
F.8	Make Adjustments as Appropriate		